



**CITY OF
MESA**

Great People, Quality Service!

e-government RoadMap



And Strategic Plan

December 2001

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e-government is...

e-government is defined as *“the delivery of services and information, electronically, to businesses and residents, 24 hours a day, seven days a week.”*

The Internet has changed the way we live, work and play. Intranets now play a central role in engaging and educating employees and in providing them access to the information and tools to effectively serve our citizens. Delivering government services electronically propels government into a 24 x 7 world of convenience, high expectations and streamlined processes.

The private sector's use of the Internet and the public's experience with the .com world are driving the expectations of the .gov world. It is no longer a choice of “if” but “when” the City of Mesa will provide government services electronically. E-government provides a tremendous opportunity for citizens to participate in the democratic process, to obtain information and services at their convenience. It allows us as employees the means to create more efficient and effective ways of delivering that service.

The City's Organization Strategic Plan seeks to enhance customer service by providing public access to City services in the most effective manner using **technological innovation**. This innovation, we believe, is e-government. E-government requires vision, planning, long term funding **and** a culture change for both employees and citizens in adopting its use.

The purpose of this plan is to create a clear picture of the e-government future in alignment with the City's overall strategic plan. This plan outlines the processes and the specific direction for Mesa's e-government strategy.

Our Vision

The City of Mesa is a flexible, seamless, and responsive e-government for residents, businesses, visitors, and employees.

Guiding Values

We seek seamless, convenient service for the public and employees. Citizens and employees will be able to complete a transaction without having to visit different departments in different physical locations, or having to know which department “owns” the information.

We seek streamlined **business processes** that are automated to reduce both the time and cost of service delivery.

We seek to coordinate partnerships with other agencies to implement seamless government services.

Information and services currently available

City Information

The City of Mesa, today, provides thousands of pages of information regarding City services and information on its external Web site (www.ci.mesa.az.us). From the Council agendas, City Code Book and budget information to extensive information on recycling and crime analysis in the City, the City's Web site provides the public more ways to obtain the information they need.

All current job openings are posted on the site and the public can subscribe to a news service that will notify them when new positions are posted. City, economic development, and crime analysis maps are provided on the City Maps section.

In January of 1998, the City's Web site averaged 450 visitors a day and the entire site received just over 250,000 "hits." In July of 2001, the City's Web site averaged 6,000 – 7,000 visitors a day and over 6 million "hits." Use of the Web site continues to grow.

Services

Citizens can browse the Library's catalog system and renew materials or obtain information regarding their library account such as number and titles of items checked out, fines, holds, and overdue items. This can be accomplished via the Internet or automated telephone services. Parks and Recreation staff is providing telephone registration for programs to increase the public's access and convenience to these popular activities.

The public can view Council meetings that are broadcast on Channel 11 or view them via video streaming technology at their own computers.

Mesa's Web site also hosts online registration for the Candidate Physical Ability Test for Fire recruits who are applying to 18 valley Fire Departments. These tests are required across the Phoenix Metropolitan Valley when applying for Fire positions and this service allows recruits to register and complete the test once, rather than multiple times.

Feedback and Input

Citizens can email the Mayor and Council members or email employees across the City in response to information or requests for information or services. These employees average 320 emails per month. Feedback forms are available on every web page to provide an easy way for the public to tell us whether the information on the Web site is meeting their needs. The public can also choose to complete a survey about the types of e-services they would like to see provided, or request additional information.

News subscription services are available to allow citizens to receive news bulletins by email. New subscription services offered include job postings, request for bid postings, parks, library and Centennial Center news.

Preparing for new services

Improvements to the external Web site include a new site organization and design to make it easier for the public to find the information they need.

Work is also underway to build a foundation to support the ability to *pay for services*, to *register for City activities* and to *request services* - all online at the public's convenience.

Specific e-services currently under development are:

- The ability to pay utility bills online;
- The ability to register and pay for Parks and Registration courses;
- A Mayor/Manager request system for the public that will be routed and tracked by the appropriate department.
- The ability to view building permit inspection and permit status with the eventual goal to apply for and pay for simple permits.

Technology Infrastructure and Support

Supporting these services is a web infrastructure which includes:

- Hardware and software services to maintain available and reliable connectivity,
- Security and filtering services to protect the City of Mesa's internal network,
- Web application services to support the growing demand for e-government service delivery.
- Web content services for City employees who continue to update and maintain the City's external Web site.
- E-commerce infrastructure and standards for accepting payment via the Internet

Employees and the City Intranet

One of the greatest challenges for any large organization is to effectively distribute information to employees and to establish effective two-way communication channels with them. In addition, significant "costs of doing business" for any organization are the internal administrative processes involving employees.

Recognizing this, the City has built the necessary infrastructure for a City Intranet and tested this infrastructure with a pilot site for the Information Services Division.

Efforts are underway to add citywide information and services on the City Intranet. This Intranet will provide automated methods of providing and updating information as well as a central forms repository to more efficiently process and route necessary forms.

Access for employees and the public

Over 2,700 standard City workstations provide Internet and Intranet connectivity to our employees. Almost 90 percent of City employees have a network ID and the opportunity to use email both internally in the City and on the Internet.

Over 250 telecommuting and Information Technology support employees currently access the City's network and Intranet via remote access methodology that incorporates the use of the Internet. Efforts have just been completed to increase this capacity and more employees will be offered this opportunity.

The City of Mesa's public library offers workstations with Internet access for the public and provides free Internet training classes, which are in high demand. Last year, more than 3,700 citizens attended the 260 classes offered.

A study conducted in 2000 shows that 53.5 percent of Arizona households have computers and 42.5 percent have Internet access. This represents significant growth from the 1998 figures where the low-end figures nationally were 28 percent (for computers) to 18 percent (internet access).¹ The Phoenix Valley, in a Nielsen/Net Rating, scored 3rd nationally in fastest Internet growth – growing at a record 17% in 2001.

A Census Bureau report showed similar growth comparisons. The Bureau's statistician stated "Years from now we will look back on this as a watershed year, when computers went from a special thing in a home to a common appliance."²

Connecting Mesa

The City of Mesa through its E-Streets and Connecting Mesa efforts are championing the partnerships and processes to promote community connectivity. E-Streets is focused on implementation of a broadband infrastructure that fosters economic development, minimizes impact on streets and alleys and increases choice, convenience and control for people in the community.

The Connecting Mesa initiative seeks to discover how communication services and information technologies can be used to make Mesa a connected community. Community members are coming together to produce innovative action plans that will positively transform life and work in our City. "It is not enough to lay fiber optic cables and put up radio towers. We must also learn how to put this new infrastructure to best use, and change the way we work, live and learn."³

A steering team of representatives guides this endeavor from key sectors of Mesa's economy: business, education, communication services, government, community-based organizations, real estate and health care.

¹ Falling Through The Net: Toward Digital Inclusion, October 2000, US Dept of Commerce

² "Report Counts Computers in Majority of US Homes", New York Times, September, 2001

³ Connecting Mesa – Electronic Streets Task Force, December, 2000

How does Mesa compare?

In a national survey, cities reported on the types of services they offered now or planned to offer. Mesa not only “plans” to offer these services, but also has active funded projects underway to accomplish these.

Type of e-service	Nationally*		Mesa		
	Offer Now	Plan to Offer	Offer Now	Underway	Planned
Service description					
Online payment of license/permit fees	3%	97%		X	
Online payment of Utility bills	6%	94%		X	
Online payment of tickets/fines	4%	96%			X
Online payment of taxes	9%	91%			
Offer online payment for other services	32%	68%			X
Permit application or renewal	9%	91%		X	
Registration for programs/services (parks/recreation, etc)	16%	84%	X	X	
Business License application or renewal	8%	92%			X
Requests for services (streetlight repair, potholes, etc) online				X	
	35%	65%			
Requests for local government records	32%	68%	X		
Offer interactive maps	25%	75%		X	
Employment applications	80%	20%	X	X	

E-government Readiness – an assessment by e-Mesa

E-government readiness can be measured in many ways. In January 2000, the e-Mesa team followed a sample readiness test by the National Electronic Commerce Coordinating Council Symposium.⁴ In this assessment, the team reviewed five major areas of readiness activities: **Leadership, Legal, Governance, Competency and Technology.**

Competency	Total Points Possible	e-Mesa Rating
Leadership	35	23
Legal	35	21
Governance	25	12
Competency	40	22
Technology	25	14

A brief summary of each section follows.

⁴ NECCC, <http://www.ec3.org> Readiness assessment by e-Mesa in March, 2001.

Leadership

Readiness regarding leadership includes a chief executive mandate, an e-government culture in the organization, a written and marketed e-government strategic plan and a supportive government structure (State and Federal) that enable the City's leadership in this arena.

E-mesa believes the City has begun these efforts with voiced support from City management and Council and the establishment of the e-Mesa team. The State of Arizona is strong in providing the necessary state legislation. However, we lack an e-government strategic plan and an e-government culture in our organization. The support today, however, is implied and not tested. We need full vocal and written support and funding to move e-government forward for the City of Mesa.

Legal

Legal readiness involves addressing procurement laws, reviewing legal and administrative authority to use e-payment methods to conduct business and having state and local legislation, case law or administrative policy that supports e-transactions.

E-Mesa believes Mesa is strong in our State legislation and administrative authority to use e-payment methods, but requires additional action regarding our procurement laws. In addition, electronic document management policy and regulations will be needed depending upon the emphasis placed in our strategic plan. Law, regulations, policies and City Charter changes will need to be in place to support the e-government strategic plan.

Governance

Governance readiness involves a clear policy and operating structure established to maintain and develop e-government, a steering committee that can set binding standards, a methodology to justify budgeting requirements, a strategy for funding and performance metrics.

e-Mesa believes the City is moving in the right direction with the establishment of e-Mesa, but much still needs to be done. This includes continued support and further development of the IT governance model and funding models that will support citywide initiatives.

Competency

Competency readiness involves the ability of the organization to quickly implement in a modular fashion rather than single "big bang" implementations, to be competent at sourcing and buying decisions, skilled in contract negotiations, system security, project management and relationship management skills. In addition, the ability to share best practices and be proficient in auditing is included.

E-Mesa believes we are higher in readiness with sourcing and buying decisions, auditing and system security but weaker in our city project management skills and sharing of best practices across the City.

Technology

Technology readiness involves creating an enterprise-wide architecture for e-government, modular e-government solutions to accommodate expected change, adequate availability of our infrastructure, and a written e-government implementation plan and retention/training strategy for our e-government workers.

e-Mesa believes we are moving forward with a more modular approach to solutions and we are building a technology architecture but not the overall business architecture that will be needed. We know that resources (both availability and skill set) will be a critical issue in reaching our e-government goals and will greatly impact any implementation plan that is created.

Critical Issues Identified

A strategic and tactical roadmap is needed for e-government. The City's ability to respond to the swift changes of e-government and meet the rising expectations of our customers will be influenced by this roadmap. The City's efforts to obtain funding, support and trained resources in support of e-government can be tailored by this plan. Any roadmap must place emphasis on citizen and employee assessment of what information and services are needed or the road will divide into many directions.

As we develop this roadmap, the City will encounter and will need to address the following critical issues.

Partnership

- Successful development of e-government requires a view of services from a citywide horizontal view, not a department vertical view.
- Coordination with other agencies to implement seamless government services will be essential.

Changing Business Processes In Response To 24 X 7 World

- e-service delivery (automation of the workflow) often requires changes to internal business processes to foster the electronic delivery of these services.
- Offering e-government places service delivery into a 24 x 7 x 365 timeframe rather than traditional business hours.
- Citizen and employee expectations will rise regarding the timeliness of service response as their 24-hour access to the service changes. *(In other words, not only will I expect an immediate response at 3 a.m. to my inquiry, I may also expect shorter lag times with the resolution of my inquiry.)*

E-Government Culture And Skills Needed

- e-government is a new way of delivering service and communication requiring new skills and a different, faster-paced culture.
- New skills will be required for **employees** who are creating and using the new services.
- New skills will be required for the public who are using the new services.

Integration

- Integration of new and legacy applications will be critical in order to present a “single face.”
- As government, we must continue to deliver services in multiple ways (in person, on the phone, over the net). We cannot choose to deliver only one way and meet our fairness and accessibility responsibility. This presents challenges in integrating the business processes of all methods.

Accessibility

- e-government must be accessible for **both** employees and citizens to participate.

Legal

- e-government presents new legal challenges including digital signatures, potential city charter changes (especially with procurement), privacy policies, public access to records and public record retention.

Funding

- Funding, as with many new initiatives, will be an ongoing critical issue. E-government requires long term, ongoing investment. It requires significant start-up costs.

The Plan



Governance
Policies and Standards
Community Assessment
e-government Skills
Awareness & Marketing
Five Year Roadmap

Governance

The City Manager plays a key leadership role in e-government by endorsing the concept, directing existing city resources be allocated to this program, and proposing the allocation of new funds to the program. The City Manager has in fact played a lead role by sponsoring the formation of the e-Mesa team. City Council has indicated its support through the Council's work plan requesting "citizen access to city services via the Internet".

The e-Mesa team

e-mesa was formed in September of 2000 in response to the need for a citywide vision and champion for the foundation and new initiatives that will become Mesa's e-government. The e-Mesa team is responsible for creating and guiding the e-government strategic plan. This includes the community and employee assessment as to the types of services needed electronically. The resulting development of the tactical e-government plan is to be submitted for consideration in the Information Technology Strategic Plan.

Prioritization of e-government initiatives in coordination with other City IT initiatives, as determined by the overall City strategic plan, is the responsibility of City Management and City Council based on input from Information Technology Council. e-Mesa will oversee the priorities and resource allocation provided to e-government from the IT Council.

e-Mesa's Mission

This team's mission is to:

- Champion citywide e-initiatives (not department-specific) and priorities;
- Propose policies, standards and direction to guide Mesa's service delivery over the Internet/Intranet;
- Identify and champion training and core competencies needed in the City of Mesa to e-prepare;
- Provide strategic direction for budget decisions related to e-government initiatives.

Formation of Web Implementation Team.

- e-Mesa sponsors a newly forming team, the Web Implementation Team, comprised of department web coordinators. This city team's objective is to implement specific web programs and guidelines for employees throughout the City, who will participate and support our web efforts. These coordinators are responsible for communicating and coordinating web activities within their department. This team receives policy and strategic direction from the e-Mesa team.

Some of the types of programs the team will create are the Quickstart program, a certification and training program to meet certification levels, an incentive program, and an internal marketing program.

E-Streets and Connecting Mesa

The City has established an E-Streets Division in direct support of the recommendations from the December 2000 Electronic Streets Task Force. The e-streets initiatives include:

- ordinances/resolutions and fee schedules related to streetscape aesthetics, cost recovery and joint trench;
- construction of broadband backbone infrastructures beginning within the downtown employment center;
- development of Downtown, Falcon Airport and Williams Gateway airport employment centers.

Connecting Mesa is beginning Phase II with the establishment of a Community Steering team guiding the various sectors' (business, government, education, etc) initiatives. This Community Steering team is supported by a city Technical Advisory Team called e-TAC. This Community Steering Team will develop community action plans to more fully prepare Mesa businesses and citizens for living in a networked world.

Together – The IT Council, e-Mesa, e-Streets, Connecting Mesa and the Web Implementation Team will provide the leadership and foundation, in support of the City's Strategic Plan to bring technological innovation and improved service delivery to our residents, businesses, visitors and employees.

e-government Policies and standards

To support existing and new e-government services, the following management policies and standards are needed for the City. Once agreed upon, distribution, education and implementation of these policies will be essential to our successful implementation of e-government.

State Laws Needed

The State of Arizona has passed the Uniform Electronic Transaction Act (UETA), which validates electronic signatures, electronic records and electronic contracting as legal and enforceable.

State Records and Archives is currently launching efforts through the A'LERT Taskforce (Arizona Electric Records Taskforce) to look at electronic records archiving and related policies. Mesa will need to keep current with these efforts and any resulting recommendations.

City Policies Needed

Credit Card Acceptance and e-Commerce Policies

As we move forward with the ability for citizens to pay for City services via the Internet, the issue of credit card acceptance is highlighted. The City needs policies and standard for two reasons:

- Citizens expect consistent services from the City regardless of whether we provide that service in person, over the phone or via the Internet;
- Standards are needed to ensure we are selecting technology that meets the business requirements.

Standards for citywide credit card acceptance apply to all types of credit card transactions across the city – not just the Internet. This meets the goal of presenting a single view to our citizens when they pay for services whether they pay in person, via the phone or on the Internet.

Intranet/Internet Use Policy - Use of Computer Resources

Employees are central to Mesa's e-government success. The ability for employees to access the Internet and Intranet and the parameters that guide that use need to be outlined to manage employee expectations and appropriate use of the resources provided. This policy addresses access to, and appropriate and acceptable use of the City's computer resources (including Internet, Intranet and e-mail).

Web Policy

The City of Mesa's external and internal web sites are key communication and service delivery mechanisms for employees, residents, businesses and visitors. These sites represent the City of Mesa. Therefore, those involved in creating content and applications for these sites must accept the responsibilities and adhere to the requirements associated with this role. This policy addresses web site hosting, content and application standards and domain name addresses.

Privacy Policy

Internet users want to know who is collecting their personal data, how it will be used, and how its disclosure will be limited. Citizens want reasonable access to information collected about them and an effective means of recourse. Mesa needs a published privacy policy for the public addressing these issues and City policies and procedures that support the external privacy policy.

Advertising/Branding

Advertising on the web has introduced many new variables. Municipalities vary in their approach and decision to use or not use advertising to obtain revenue or promote the community, as well as City services. The City will need to address, from a policy standpoint how or if advertising will play a role in our strategic web direction.

Fees for Service

Fees for service philosophies vary in government and e-government is no different. The City needs to address whether we will charge different fees for services based upon how the service is delivered – in person, over the phone or through the Internet.

Standards Needed

In support of the above policies, standards for developing citywide e-government services must be established and agreed upon.

These include:

- Developing web software standards both for foundation (infrastructure) and application use;
- Web content standards and processes outlining the creation of information (content) for internal and external web sites, style guides, approval and publishing processes;
- Standards for City and Division News capabilities available for all to create and submit news articles;
- Application development standards including code, design and testing procedures;
- Electronic Forms standards/guidelines related to workflow, routing and online processing of forms.

Community and Employee Assessment

Continual assessment of requests for e-services from the public and must be formally addressed in this plan. What we know today will drive our current planning effort, but flexibility and listening continually to the public must be incorporated to adjust what we offer tomorrow.

Today our citizens are seeking:

- An easier way to navigate the Web site with easy-to-find information
- A web site organized by how the public views the world, not how the City views the information
- A central community events calendar depicting events across the City including free or low-cost events for children and seniors
- The opportunity to fill out and process any necessary City forms online
- Online registration for City-sponsored events
- Live web cameras to view City areas or events
- The ability to pay online
- Personalization or customization of the Web site to suit individual needs, and the ability to select the view or specific content they wish to see
- Online license renewal
- Online job applications
- City News subscriptions
- The opportunity to view Council meetings online
- A variety of maps and diagrams of the City
- Referrals to government and visitor information from our site – as they often do not know which sector (county, state, chamber of commerce, etc) provides a specific type of information or service.

In the next 12 months, we will address more structured methods to obtain ongoing assessment information from the public and employees regarding electronic delivery of government information and services – and seek to adjust our proposed roadmap accordingly. This assessment process will continually collect and monitor public and employee interest and desire for electronic delivery of government services.

Create and Retain e-government skilled employees

“In a few years, today's 15-year-old impatient downloaders of music will become voters, constituents and customers of government. Many of them will become government employees. They will be long-time Internet power users and lining up in a government office to fill out a form or get a dog license will seem unfathomable.”⁵

This understanding and acceptance of e-services is not easily obtained today to help build the e-government expected of tomorrow. Current employees must have the opportunity to obtain the skills needed to create and use electronic services. Strategies need to be developed to retain skilled IT technical staff AND to build strong employee skills in all departments delivering services and information online.

In support of this, strategies include:

Web Specialist Positions. Many divisions in the City find that directing their web activity to one or more individuals is the best way to meet their business needs. These individuals – regardless of City division – share common duties, requirements and skills that can be addressed with the web specialist position. This position should be considered to maximize the benefit e-government can provide with the most skilled, productive and focused resources possible. Additionally, certification programs should be developed to support these individuals and provide a quality approach to the skill set available in support of the City's e-government efforts.

Incentive programs. Many employees in the City continue to support e-government efforts in addition to their existing demanding job duties. Without the funding to dedicate to full-time web specialists, the City must seek innovative ways to reward and provide incentives for these employees to continue to maintain their skills and productivity to meet this demand.

Super User programs. Some areas of expertise can benefit from the development of Super User programs. These programs provide increased training and direction to selected participants in such areas as online forms, for example. This reduces the reliance upon Information Services technical staff and provides City departments the ability to comprehensively use the tools provided within their area.

Emphasis on Computer Skills. Increased awareness and training for all employees in the use of basic computer skills and City software standards should be incorporated as part of current job training responsibilities. This is being addressed through partnerships with the Human Resources Training and Development Plans and Information Services Division Technical Learning Center.

⁵ Public Technology Inc., Dr. Costis Toregas, PTI President

e-government and the City's business plan

City departments are enmeshed in providing quality services today while keeping an eye on the future. Technology, organization and community changes require a constant balancing of what is possible versus what is feasible given funding, community interest and staff.

To aid in understanding not only what's available in e-government, but also how it applies to the current business plan, e-mesa supports an organized program to educate City staff and the public about the potential cost savings or increased efficiencies if we provided the service/information electronically.

This program involves the following components:

Networking/Research

- Awareness and use of research partners such as Public Technology, Inc, Innovation Groups, Listservs and membership in related industry/government sector groups to network and share best practices.
- E-government calendar noting e-government events and educational opportunities in the Valley such as upcoming conferences by Public Technology Institute and the Arizona Executive Forum.

Awareness and Education

- e-Mesa team sponsors a citywide e-government day with speakers and workshops.
- Focus sessions with individual departments/divisions to share success stories from similar jurisdictions/city organizations and demonstrate the types of uses, projects, and the realized benefits.
- A campaign providing overall awareness and education on what the web can do for employees and the public.

The Five Year Roadmap *Delivering Information and Services*

In addition to the policies, standards, education and process improvements undertaken this year in support of e-government, these efforts are underway to provide e-services to our citizens and employees:

Current Fiscal Year 2001-2002 activities underway

- Reorganization of City information on Internet site to a citizen-centric view, preparation of this site for future e-government services, review of information provided and improved processes for employee support of this web site.
- City of Mesa utility customers will be able to pay utility bills online through the development of a new Customer Information System, (CIS).
- Participants in Mesa Parks and Recreation classes and activities will be able to register and pay for these courses in 2002.
- Residents and visitors can ask questions or submit concerns to City Manager and Mayor through a new request system where requests and resolution will be routed and tracked to the appropriate department.
- Employees will begin to use and build a City Intranet. This Intranet will provide automated methods of providing and updating information as well as provide the foundation for internal services for employees. This will include City News and City events/calendar capabilities.
- Employees will begin to build and use a central forms repository to more efficiently process and route necessary internal forms. Being able to complete a form online and route it to the appropriate area will increase productivity and reduce manual paper processing in the City.
- Employees involved in supporting the City's web sites will explore the capabilities of a content management system to manage the City's internal information and streamline the processes involved in keeping information current and available.
- Citizens and developers will begin to see building permit status information online with the framework underway to eventually provide permit application and payment.
- The City's Employee Benefits Division is seeking secure methods for employees and providers to view City plan and claims information via the Internet. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) requires the City to provide electronic access to claim and plan information.

Future Years

Planning and funding for e-government in the future is integrated with the City's overall Information Technology Strategic Plan. Funding for the initiatives noted below is dependent upon resources and City revenue forecast. The initiatives outlined below demonstrate the types of activities that the City seeks to address, but does not guarantee these initiatives are funded nor mandated in the fiscal year planned.

In government it is the community, available funding and accepted pace of cultural change that will set the pace for e-government. Many of the services you see outlined below will have phases that first build the foundation and then grow as acceptance and use evolves and technology changes. Partnerships with private, public and government entities will be essential to the success of these efforts.

The use of the City website is a good example. First, as an information source, we will continue to reevaluate the information sought and how we organize it. Our citizen's experience on our website will begin to include more opportunities to do more online – view and print needed forms, be able to fill in the form online, request and pay for the service and finally to live online interaction with those delivering the service.

Fiscal Year 2002 – 2003

E-Procurement System: Procurement systems to better automate and control the procurement process both inside and outside the organization. This will more effectively track supplier information and performance, streamline key supplier relationships, dramatically reduce processing costs and result in more informed purchasing decisions.

WebForms: Initial efforts are focused internally on the Intranet, but ongoing efforts will expand to the Internet and public use. Work will continue to bring our paper form processing online so that employees and citizens can complete forms and route them to the proper City source electronically. The foundation established will also provide an opportunity to not only complete and route forms, but to store the form's information for processing and reporting purposes.

e-Fire: This provides ways for citizens and businesses to obtain and pay for (if applicable) online education materials, fire prevention permits, and register for fire programs.

e-Prosecutor: This provides case status, allow citizens to determine court dates and learn if their attendance is required, alert witnesses about pending motions and provide case outcome information. The City is required by law to provide witness and victim notices that today rely upon mailings.

SW Museum Collections - Internet: This would make possible the viewing of the Mesa Southwest Museum's collections offering schools and the citizens opportunities to explore history, archaeology, Native American and Hispanic culture, minerals, and original discoveries of dinosaurs online.

If these efforts were successfully completed, the “state” of e-government for Mesa would look like:

As a citizen I could....

- Find the information I needed on the website
- Pay for my utility bill online
- Register for a swim class from Parks and Recreation
- Submit a request to the City Manager or Mayor's Office
- Check out the weekends events on our Community Calendar
- Complete necessary City forms online rather than travel to City offices
- Obtain brochures for my organization on Life Safety / Fire Prevention and other programs
- View special exhibits and artwork from my classroom from the SW Museum
- Find out if I need to appear in Court or what the outcome of a court case was

As a business I could...

- View permit status and apply for simple permits
- Participate in streamlined procurement processes and vendor bids with the City
- Work with the City in providing health benefit claim information electronically as required by law
- Complete Fire permits and obtain life safety / fire prevention materials

As an employee I could....

- Find the information I needed internally to better perform my job
- Communication easily across my division and the City
- Complete a form online and route it to the appropriate department
- View City health benefit plans and claims information via the Internet.

Fiscal Year 2003- 2004

The initiatives outlined below demonstrate the types of activities that the City seeks to address in this fiscal year, but does not guarantee these initiatives are funded nor mandated in the fiscal year planned.

PeopleSoft e-modules: Our human resources and payroll systems used a product called Peoplesoft. These e-modules provide the ability to:

- Provide paychecks online for direct deposit, saving money in both staff and printing costs
- Automate the recruitment process including online job application
- The ability for employees to self-update personnel information.

All provide efforts that will streamline processes, and improve the ability for the public and employees to conduct personnel related business.

e-government Request for Service: This is a common, single entry point to ask a question, report a pothole or streetlight out, and request action on many safety or maintenance issues for City action.

Mesa Centennial Center Online Services: Clients, via the Internet, could review Centennial Center's facilities, select menus, reserve rooms, take a virtual tour and pay for the services. This is essential to compete with other regional conference centers and generate revenue.

Spanish Language version Web Sites: Mesa's Spanish-speaking population is growing and would benefit from the information and services offered through our Public Library and Museums. The first focus will be with the Mesa's Public Library and Museum for Youth's sites, followed by the other Recreation and Museum sites.

If these efforts were successfully completed, the additional services offered would be:

As a citizen or business I could....

- Apply for a job with the City online
- Report a pothole or streetlight that is out or request other services
- Find information I need in Spanish
- Reserve a conference room, select the menu and pay for the rental and food online

As an employee I could....

- Receive my paycheck online – no need to pick it up or have it printed
- Update my own personnel information when addresses and phones change for use by both Payroll and Personnel.
- Manage the review of job applications online so I can bring quality new employees on board faster.

Fiscal Year 2004-2007

Community needs and technology will constantly change and the e-government roadmap will adjust accordingly. The following outline some of the overall services and capabilities that are anticipated.

e-government Interaction - Chat and Discussions:

To interact with government is one of the three components of e-government. This interaction is offered in a variety of innovative ways depending upon the community, or in the case of the City, the employees. There's a natural draw when a citizen can have 24/7 access to government at home.

Neighborhood Discussion Boards or Chat with the Mayor provides unique opportunities for the community to share information and interact with their elected officials.

Employees can use chat and discussion features to host Q&A sessions on health benefit open enrollment or such hot topics such as anthrax training. The ability to ask questions and interact real time, ensures that questions are answered for many individuals at once rather than answer the same question over and over on an individual basis.

Interactive GIS Utility Maps: This effort seeks to replace the current printing of essential Utility maps (normally released on a 5 week printing cycle) with online interactive maps providing updated information to the many areas relying upon GIS. This also eliminates paper and printing costs in addition to increasing the availability and the timeliness of the information.

e-government Platform - Wireless Web: As a City, the types of information and e-government services we choose to deliver via a wireless mode will require planning and infrastructure. The timing of this initiative will need to be in alignment with our community's pace and adoption of this technology. The mobility, availability and trend toward lower cost of these devices may speed our community's adoption of this capability faster than one might think.

Effective Communications: A variety of technologies are available in increase collaboration and communication within the City and with our partners and citizens. These include the ability to conduct meetings online, videoconference, instant message and fax electronically.

Internet Videoconferencing: This capability will facilitate communication among the city Departments and reduce the need to travel to a centralized location(s) for training or certification. The videoconferencing project will provide outreach opportunities and the ability to network with other government entities to participate in regional emergency management and training

e-government Platform - Web Conferencing

The city's business increasingly requires partnerships within the valley, state, and nation. Travel costs and time constraints prohibit the face-to-face interaction that is beneficial. Web conferencing enables interaction with a variety of business partners while reducing travel costs and optimizing time usage.

Web conferencing introduces the ability for many to participate, as the use of the Internet and web browsers is becoming commonplace in organizations.

e-government Web Site Portal: If we implement the ability to customize or personalize our web sites, citizens and employees alike can select the type of information that is most applicable to them. Portals provide the means to present and coordinate a variety of web enabled services and views into a single presence for all to use.

Expansion of RecTrac: RecTrac is our registration capability which gives most customers the ability to register for classes 24-hour a day via touch-tone telephone. Currently in use for our Parks and Registration classes (with great response from citizens) reduces staffing required for registration. This project will expand the registration offerings to include Museum, Library and Mesa Art Center programs.

Web Enable Fleet AnyWhere: This provides the ability for employees to reserve motor pool vehicles, submit fleet mileage information and generally increase availability of fleet information via the City's Intranet. This streamlines efforts that are cumbersome today increasing productivity and reducing opportunity for errors.

On-line Fine payment: Customer service will be improved by offering customers another way to pay their Library fees and fines.

Expansion of RecTrac at Remote Facilities: This project will expand the registration offerings (noted above) to include onsite swimming pool registration, Autry Sports Complex programs and schedule tee times at Golf Courses.

Web enable (Automate) Parts Ordering: This provides the ability for our Fleet Services to expedite parts ordering, reduce inventory levels (space & cost) and reduce redundant paperwork and costs involved.

Interactive Communications in Human Resources/ Personnel and Employee Benefits: This project seeks to provide fax and kiosk capabilities to provide the public, retired employees and current employees better access to basic HR and benefit information. Providing alternative ways for this information to be disseminated allows more staff time for direct assistance with complex and sensitive customer service needs.

e-government - Online Communities

In the City, we can incorporate online communities on the Intranet to expand our cross-functional and across-the-city partnership efforts. We can save time, reduce travel costs, and improve communications. We can introduce online communities on our external site to attract and enrich customer relationships, and increase opportunities for citizen /business interaction with their government.

Communities can be employee-focused (the most-often implemented), customer-focused (highest interest right now), and business partner communities (most return on investment). Online communities use tools that include instant messaging, virtual whiteboards and net meetings, discussion boards, subscription services and chat.

Photographs Requests via the Intranet / Internet

This provides the ability for access to images taken at Crime Scenes and Public Relation events. These images are used by a variety of Police areas, Fire Department, City's Attorney's Office, Municipal Court, Superior Court, County Attorney's Office, and the public.

If these efforts were successfully completed, the additional services offered would be:

As a citizen or business I could....

- Receive city information and services through the wireless device my company uses
- Register my child *at the swimming pool* for lessons or reserve a tee time at the golf course online
- Register for Museum, Library and Art Center classes
- Pay for library fines online
- Apply for a job or get my questions answered by Personnel via fax or at a kiosk station since I don't have access to a computer
- Customize the information I wish to see from the City's web site and personalize the City's web site in a way that makes sense to me. I'll be using it more now that I'm can adjust it to the way I need.

As an employee I could....

- Attend an Internet videoconference in my office instead of traveling to the conference.
- Wait less for my City vehicle to be repaired since Fleet Services can now order parts and manage the inventory online.
- Attend a meeting, send a fax and discuss a project with a project team member all without leaving my desk because I have new communication options such as net meeting, instant messaging and network fax.
- Reserve fleet vehicles and submit mileage information easier
- Use up-to-date online utility GIS maps rather than wait for paper

APPENDIX A

Current Web Software Standards

Content Development Standards

Adobe Acrobat Pro / Reader

Microsoft FrontPage

Microsoft Internet Explorer

Application Software

Event Calendars – Calcium

Online Forms – Cardiff LiquidOffice

Content Management – Xpedio

Request services - Lotus Notes Domino
& Citizen Contact

Registration Services - WebTrac

Application Development Software

ASP

ColdFusion

DHTML (Dynamic Hypertext Markup
Language)

Enterprise Java Beans

Java 2

JavaScript

Oxcqmail

Oracle iAS and iDS

Microsoft Visual Studio

Infrastructure Standards

Microsoft IIS

Microsoft Index Server

Microsoft Proxy Server

Microsoft Site Server

ServletExec

Services

WebSense (filtering)

WebTrends (statistics)

Linkbot (Link management)

ListServe (subscription Services)